

# Memorandum



DATE April 3, 2017

TO Honorable Members of the Public Safety Committee:  
Adam Medrano (Chair), B. Adam McGough (Vice Chair), Sandy Greyson, Tiffinni A. Young,  
Jennifer S. Gates, Philip T. Kingston

SUBJECT **Promotional Process**

On Monday, April 10, 2017, you will be briefed on the Dallas Fire-Rescue Department's Promotional Process by Assistant Chief Daniel Salazar. The briefing materials are attached for your review.

Please contact me if you have any questions or need additional information.



Eric D. Campbell  
Assistant City Manager

[Attachment]

cc: Honorable Mayor and Members of the City Council  
T.C. Broadnax, City Manager  
Larry Casto, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
Kimberly Bizar Tolbert, Chief of Staff to the City Manager  
Theresa O'Donnell, Interim Chief of Economic Development &  
Neighborhood Services

Majed A. Al-Ghafry, Assistant City Manager  
Mark McDaniel, Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
Joey Zapata, Assistant City Manager  
M. Elizabeth Reich, Chief Financial Officer  
Alan E. Sims, Interim Chief of Community Services  
Directors and Assistant Directors

# Promotional Process

Public Safety Committee

April 10, 2017

Daniel Salazar, Assistant Chief  
Dallas Fire-Rescue Department  
City of Dallas



# Promotional Process Overview

- Existing promotional exam process
- Discuss recent job analysis
- Discuss promotional exam outsourcing
- Overview of promotional source materials committees
- Discuss past promotional exams and current promotional exam schedule

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# Existing Promotional Exam Process

- Entails DFR and Civil Service Department (CVS) collaboration for development of multiple components for each exam
- CVS develops exams using Knowledge, Skills, and Abilities (KSA) linked to a Job Analysis Report (JA)
- Written Exam & Assessment Center exercises
- Final Combined Exam Results  
(eligibility lists are effective for 18 months)

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# Promotional Exam Process Cont.

Written exam and Assessment Center (AC) test component weightings

- Fire Battalion Chief – 39% written exam and 61% AC
- Fire Lieutenant – 42% written exam and 58 % AC
- Fire Captain – 37% written exam and 63% AC
- Driver Engineer – written exam only

# Job Analysis (JA) Overview

- Previous job analysis developed - 2003
- During FY 15-16, DFR partnered with a consultant to develop new JA for each promotional rank needed. JAs are use to identify uniformed candidates for promotion within DFR
- JA include:
  - Employee surveys related to KSAs, group interviews, observations and Fire Administration input

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# Outsourcing of Promotional Exams

- Historically CVS has developed promotional exams for DPD and DFR
- Outsourcing of promotional exams affords more flexibility with test scheduling and promotes notion of test integrity
- March 22, 2017 - Dallas City Council approved for DFR and DPD to contract with IO Solutions to administer future promotional exams

# Promotional Exam Source Committees

- DFR developed promotional source materials committees (uniformed employees)
- Committees relied on new KSAs to vet promotional source materials including:
  - Industry related textbooks and existing DFR Manuals of Procedures
  - City of Dallas Administrative Directives and DFR technical publications
- Final outcome - compilation of study materials lists to be used by CVS/Consultants for test development

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# Past Promotional Exam Schedule

## Operations:

- Fire Battalion/Section Chief FY 2012
- Fire Captain FY 2013
- Fire Lieutenant FY 2014
- Driver Engineer FY 2014

## Fire Prevention and Investigations:

- Section Chief, Captain and Lieutenant FY 2013  
and Senior Fire Prevention Officer FY 2012

# Current Promotional Exam Schedule

## Emergency Response Bureau (Operations)

- Fire Battalion Chief, Captain and Lieutenant exams, written exams & assessment centers: FY 2017
- Driver Engineer written exam only: CY 2017



# Current Promotional Exam Schedule Cont.

## Fire Prevention and Investigation (FP&I) Promotions

- FY 2017-18

## FP&I Civil Service Promotional Ranks:

- Section Chief
- Captain
- Lieutenant
- Senior Fire Prevention Officer (Written exam only)

# Current Vacancies

## Operations

- Battalion Chief – 4
- Captain – 11
- Lieutenant – 14
- Driver Engineer – 51



# Current Vacancies Cont.

## FP&I

- Section Chief – 0
- Captain – 4
- Lieutenant – 2
- SFPO – 5



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